

AGENCY STRATEGIC PLAN

FISCAL YEARS 2023-2027

BY



TEXAS COMMISSION ON JAIL STANDARDS

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DATE OF SUBMISSION

June 1, 2022

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Texas Commission on Jail Standards

Strategic Plan

2023-2027

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Agency Mission

The mission of the Texas Commission on Jail Standards is to empower local government to provide safe, secure, and suitable local jail facilities through proper rules and procedures while promoting innovative programs and ideas.

Agency Operational Goal and Action Plan

AGENCY OPERATIONAL GOAL AND ACTION PLAN
<i>Goal 1: Ensure the efficient and effective operations of county jails.</i> (Government Code 511).
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL <ol style="list-style-type: none">1. Risk-based, on-site inspections;2. Provide on-site and in-house consultation and technical assistance;3. Provide statewide training for jail staff and administrators.
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE <ol style="list-style-type: none">1. <u>Accountable to tax and fee payers of Texas</u> – Efficient and effective operation of county jails in Texas reduces liability to Texas taxpayers. Federal court intervention is reduced when county jails remain in compliance with minimum jail standards.2. <u>Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions</u> – Risk-based inspections coupled with the careful structuring of the state by regions, allows the inspection staff to utilize agency dollars more effectively and eliminates duplicated services and unnecessary travel.3. <u>Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve</u> – Agency activities are monitored on a monthly basis to ensure performance measure goals are being met or exceeded. Staff members are constantly looking for ways to improve.4. <u>Providing excellent customer service</u> – TCJS staff strives to provide excellent customer service through positive interaction with county officials. Training, consultation and technical assistance provided allow county officials to view TCJS as a resource and ally.5. <u>Transparent such that agency actions can be understood by any Texan</u> – To be more transparent and provide up-to-date information, technical assistance memorandums, non-compliant inspection reports, training announcements and inspection forms are posted to the website for ease of access.
DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

AGENCY OPERATIONAL GOAL AND ACTION PLAN
<p><i>Goal 2: We will continue to ensure that the high level of consultation, training, and technical assistance provided to local government to increase and maintain compliance with adopted standards (Government Code 511).</i></p>
<p>SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</p>
<ol style="list-style-type: none"> 1. Continue to provide both on-site and in-house consultation, training and technical assistance; 2. Continue to issue technical assistance memorandums; 3. Continue to provide statewide training for jail staff and administrators at industry conferences; 4. Continue to provide valuable information through agency publications.
<p>DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE</p>
<ol style="list-style-type: none"> 1. Accountable to tax and fee payers of Texas – Almost exclusively, training sessions and technical assistance are provided in conjunction with comprehensive on-site inspections. These opportunities reduce unnecessary travel expenditures. 2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions – In conjunction with the training and technical assistance provided during the comprehensive inspections, regional training opportunities, and presentations at statewide conferences are offered to ensure the information is disseminated to jail staff in a localized setting. This ensures a greater number of participants from the region and reduces travel obligations of inspection staff. 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to improve continuously – Agency activities are monitored on a monthly basis to ensure performance measure goals are being met or exceeded. TCJS has developed numerous training programs to assist county officials in operating safe and secure facilities. 4. Providing excellent customer service – Training, consultation and technical assistance provided allows county officials to view TCJS as a resource and ally. TCJS staff work collectively and collaboratively with county officials to ensure that information is being disseminated amongst stakeholders as fairly and consistently as possible. 5. Transparent such that agency actions can be understood by any Texan – To ensure that ALL jail staff receives the necessary training information as provided by TCJS staff, all training presentations are available to jail officials so that the information is available at the local level.
<p>DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM</p>

AGENCY OPERATIONAL GOAL AND ACTION PLAN
Goal 3: Ensure cost effective construction of county jails (Government Code 511).
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
<ol style="list-style-type: none"> 1. Continue to provide both on-site and in-house consultation and technical assistance; 2. Continue to provide efficient and effective review of construction plans through the three phases of the planning/construction process: Schematic Design, Design Development, and Construction Document; 3. Continue to provide statewide occupancy inspections upon the completion of any newly constructed, additions or renovated facilities; 4. Continue to provide guidance during the planning and construction process through the assistance of the Facility Needs Analysis process; 5. Continue to work with the Office of the Attorney General of Texas to ensure the type, size and capacity needs of the county are relevant to the wants of county officials.
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE
<ol style="list-style-type: none"> 1. Accountable to tax and fee payers of Texas – The majority of the consultation and technical assistance meetings are held in the Austin, TX office. By conducting the meetings in the office, the need for travel expenditures is significantly reduced. 2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions – The Commission assists in the planning and coordination with counties once they embark on a construction or remodeling project of a county jail. Any issues are identified and corrected at design and not after construction. This coordination with counties, architects, and bond counsel produces maximum results. 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve – Construction planning performance measures are monitored monthly. 4. Providing excellent customer service – Customer service is achieved by adhering to construction document review deadlines to ensure counties meet their construction timelines. 5. Transparent such that agency actions can be understood by any Texan – The agency provides Facility Needs Analysis (FNA), upon request of county officials, that examines the future needs of local governments regarding county jails and provides recommendations. FNAs are available to the public, upon request, and with detailed explanation of how the Commission arrived at its recommendation. The Commission provides its opinion to Office of the Attorney General in the bond approval process.
DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Redundancies and Impediments

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	As a small 23-person agency, the Commission’s approach historically is to maximize efficiencies by avoiding duplication of services of other state and local agencies. The Commission accepts the findings of local health and fire inspectors as part of the Commission’s inspection process. To that end and after careful review, the Commission could not identify any redundancies or impediments to agency operations.
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	See above.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	See above.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	See above.
NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS (IF APPLICABLE)	
SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	See below
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Agency revised its procedures regarding natural disasters that could impact the entities we regulate following Hurricane Katrina and Rita in 2005. This approach was used in 2008 during Hurricane Ike and again in 2017 for Hurricane Harvey. Established lines of communication prior to the natural disaster are crucial and coordination with TDEM has now become standard operating procedure. This allows for coordination and proper allocation of resources. No substantial changes to this approach are envisioned at this time.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	No statutory changes are recommended at this time.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	See above

Supplemental Schedule A: Budget Structure

Agency Goals, Objectives, Strategies, and Measures

The Strategic Plan for the Texas Commission on Jail Standards provides direction for the agency and its employees and clearly explains to various audiences how its mission will be accomplished through the setting of objectives, strategies, and measures upon which success will be based. Regular review and assessment of results is critical to future success and allows for the adjustment or modification of the plan in order to ensure the mission of the agency is being fulfilled. Incorporating suggestions and comments from the client base that we serve and with direction and guidance from the Legislative Budget Board and the Governor's Office- Budget, Planning and Policy, the Texas Commission on Jail Standards has developed the following objectives, strategies, and measures to accomplish its stated goals and ensure that our statutorily mandated duties are carried out in the most efficient and effective manner possible. As part of a streamlining process initiated by the Legislative Budget Board and Governor's Office-Budget, Planning and Policy, all measures were reviewed and only the most critical were retained. Listed below in the prescribed format are the agency's goals, objectives, strategies, and measures.

1. Goal: Assist Local Govts through Effective Standards & Technical Assistance.

1.1 Objective: Monitor Local Facilities and Enforce Standards

1.1.1 Strategy: Perform Inspections of Facilities and Enforce Standards

Efficiency Measure:

1. (Average) Cost Per Jail Inspection

Output Measure:

1. Comprehensive Inspections (Quantity Conducted)
2. Special Inspections (Quantity Conducted)
3. Occupancy Inspections (Quantity Conducted)
4. Notices of Non-Compliance (Quantity Issued)
5. Remedial Orders Issued (Quantity)
6. Inquiries (Into) Inmate Requests For Assistance (Quantity)
7. On-site Special Inspections
8. Non-compliant Facilities
9. Limited Compliance Inspections

1.2 Objective: Provide Consultation and Training for Jail Construction/Operation

1.2.1 Strategy: Assist with Facility Need Analysis and Construction Document Review

Efficiency Measure:

1. (Average) Cost Per (Facility) Needs Analysis
2. Average Cost Per Construction Document (Review)

Output Measure:

1. Construction Documents Reviewed (Quantity)
2. Facility Needs Analysis (Quantity Conducted)
3. In-office Consultations (Planning & Construction Consultations with Jail Representatives, Quantity)
4. On-site Consultations (Planning & Construction Consultations With Jail Representatives, Quantity)

Supplemental Schedule A: Budget Structure

1.2.2 Strategy: Assist with Staffing Analysis, Operating Plans, & Program Development

Efficiency Measure:

1. (Average) Cost Per Staffing Analysis
2. Average Cost Per Training Hour (Provided by TCJS)
3. Average Cost of (On-Site) Mental Health Training

Output Measure:

1. Operational Plans Reviewed (Quantity)
2. Staffing Analysis (Quantity Conducted)
3. Training Hours Provided (Quantity)
4. In-office Consultations (Operation & Management with Jail Representatives, Quantity)
5. On-site Consultation (Operation & Management Consultations with Jail Representatives, Quantity)
6. Onsite Mental Health Trainings Provided (Quantity)
7. County Jailers Receiving Mental Health Training (Quantity)
8. Number of public information requests (Received and Fulfilled)

1.3 Objective: Implement Process to Relieve Crowding or Ensure Accurate Compensation

1.3.1 Strategy: Collect and Analyze Data Concerning Inmate Population/ Backlogs/ Costs

Efficiency Measure:

1. (Average) Cost Per (Population) Data Report

Output Measure:

1. Population Reports Analyzed (Quantity)
2. (Population) Data Reports Prepared (Quantity)
3. Number of (Paper-Ready) Reports Analyzed
4. # of Immigration Detainer Reports

2. Goal: Indirect Administration

A. 2.1 Objective: Indirect Administration

2.1.1 Strategy: Indirect Administration, Accounting, and Information Technology

Supplemental Schedule B: List of Measure Definitions

A. Objective Outcome Measure Definitions

1. Number of Completed Construction Projects Meeting Standards

Definition

The number of completed construction or renovation projects for which occupancy inspections are conducted and occupancy is approved.

Purpose

Indicates the relationship between construction documents reviewed, projects completed which meet standards, and occupancy inspections conducted.

Source

Activity reports by the facility planning staff.

Methodology

Total number of jail facilities, additions and/or renovations approved for occupancy each year.

Limitations

Number of facilities constructed is based on local need, but the number of those which meet standards is indicative of the agency's performance regarding construction document review. This number will not coincide with the number of construction documents reviewed as documents are reviewed more than once and a large construction project will take more than one year to complete.

Calculation

Non-cumulative.

New Measure

No

Desired Performance

Higher than target

2. Percent of Jails with Management-related Deficiencies

Definition

The percentage of facilities that received a comprehensive inspection or a limited compliance inspection during the fiscal year and were found to be in non-compliance due to deficiencies related to management standards at the time of the comprehensive or any subsequent special inspection. A deficiency that may be remedied solely by jail management making an adjustment to internal jail procedures is considered a management-related deficiency.

Supplemental Schedule B: List of Measure Definitions

A. Objective Outcome Measure Definitions

Purpose

Management deficiencies are dependent upon staff, training and the actual management of the jail.

Source

The agency's inspection database. Database queries to determine which jails received an inspection during the reporting period will specify a date range that is only applicable to the reporting period. The inspection database is verified through a manual review of each inspection file. Also, jail notice of non-compliance log maintained by the Inspection Division and verified through a manual review of each notice of non-compliance located in the inspection file. A list of management-related standards will be maintained by the agency.

Methodology

The number of jails found to be in non-compliance with minimum jail standards due to deficiencies related to management standards at the time of their last comprehensive or special inspection divided by the number of jails receiving a comprehensive inspection during the fiscal year.

Limitations

None

Calculation

Non-Cumulative

New Measure

No

Desired Performance

Lower than target

B. Output Measure Definitions

1. Comprehensive Inspections (Quantity Conducted)

Definition:

The number of on-site comprehensive inspections and comprehensive reinspections completed during the reporting period. Comprehensive inspections will be conducted no more than 24 months apart for jails determined to be low priority. Jails determined to be high priority will be subject to more frequent comprehensive inspections. In addition, no less than 25% of requested reinspections will be required to be on site comprehensive inspections. The inspection may be announced or unannounced.

Purpose:

To determine compliance with standards in order to certify and prevent litigation.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Source:

Monthly inspection activity reports are cross-checked with the inspection data base. Any discrepancies will be manually verified through a review of the inspection reports located in the inspection file.

Methodology

Each inspection as verified through the data sources is counted as one, even though the inspection may have required more than one day and/or more than one inspector. All comprehensive inspections and comprehensive reinspections completed during the reporting period are counted. The result (compliant/not compliant) of the inspection is not a determining factor.

Limitations:

Number conducted dependent upon number of jails that are operational.

Calculation:

Cumulative

New Measure

No

Desired Performance

Lower than target

2. Special Inspections (Quantity Conducted)

Definition:

Special Inspections are inspections conducted in addition to a comprehensive, comprehensive reinspection or occupancy inspection, as follow up to determine status of corrective action or risk assessment, death, complaint, escape, or to address possible non-compliance issues either conducted onsite or in-office.

Purpose

Indicative of frequency that jails correct deficiencies upon de-certification. Allows facilities to retain certification and therefore prevent loss of insurance and/or litigation.

Source

Monthly inspection activity reports are cross-checked with the inspection data base. Discrepancies will be manually verified through a review of the inspection reports located in the inspection file.

Methodology

Each inspection as verified through the data sources is counted as one, even though the

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

inspection may have required more than one day and/or more than one inspector. All special inspections are counted. A facility may receive a special inspection more than once a fiscal year. The result (compliant/not compliant) of the inspection is not a determining factor.

Limitations

Regulated entities request these inspections upon completion of corrective action. The Commission has limited control over when this occurs. A higher number would indicate an increased performance by the agency, but neither higher or lower is indicative of safer jails across the state.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

3. Occupancy Inspections (Quantity Conducted)

Definition:

Occupancy inspections are inspections of newly constructed or renovated jails to ensure that construction was completed in compliance with the minimum jail standards. Such inspections are separate from comprehensive or special inspections.

Purpose

Indicates number of new or renovated jails constructed across the state. Necessary to ensure facilities meet standards prior to occupancy.

Source

Monthly construction and planning activity reports are cross-checked with the agency calendar. Any discrepancies will be manually verified through a review of the inspection report located in the correspondence file.

Methodology

Each inspection as verified through the data sources is counted as one, even though the inspection may have required more than one day and/or more than one inspector. All occupancy inspections are counted. A facility may have more than one occupancy inspection during a fiscal year. The result (compliant/not compliant) of the inspection is not a determining factor.

Limitations

Based upon number of facilities regulated. The Commission has no control over the number of construction projects. An increased performance is indicative of an increased workload.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Calculation: Cumulative

New Measure No

Desired Performance

Higher than target

4. Notices of Non-Compliance (Quantity Issued)

Definition

Formal notices issued to regulated entities to notify them that their jail facility has been inspected and found to be out of compliance with the standards. A notice of noncompliance may be issued as a result of either a comprehensive or special inspection. A special inspection may not generate a notice of noncompliance unless new actionable issues are identified.

Purpose

Basis for corrective or remedial action if necessary.

Source

Compliance data base maintained by the Inspection Division.

Methodology

One notice per inspection where noncompliant issues are identified. Calculated by the compliance data base.

Limitations

A higher number of notices is indicative of an increased workload. Fewer notices is indicative of more compliant jails.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

5. Remedial Orders Issued (Quantity)

Definition:

Formal action taken by the Commissioners toward a regulated entity, to include closure of a jail or limitations on the population.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Purpose

Requires a regulated entity to take specific corrective action to alleviate deficiencies found at an inspection.

Source

Commission meeting minutes.

Methodology

Counted manually from Commission meeting minutes.

Limitations

Orders issued are based upon regulated entities responsiveness to notices of non-compliance and Commission's action. A higher number is indicative of an increased workload, and fewer are indicative of more compliant jails.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

6. Inquiries (into) Inmate Requests For Assistance (Quantity)

Definition:

The number of requests for assistance, initiated by or for an inmate that the Commission receives, resolves and/or refers.

Purpose

Ensures that inmate complaints are reviewed by an entity in addition to the jail. Protects the rights of those incarcerated.

Source

Inmate complaint data base in which all requests or complaints received via mail, electronically or in person are assigned a tracking number and entered into the inmate complaint data base.

Methodology

Each request or complaint is counted once even if multiple requests are received.

Limitations

An increased number is indicative of an increased workload, but may also indicate problems in a given facility, an increased population or inmates that make repeated frivolous complaints. A

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

lesser number could be indicative of improved jails and/or a reduced population or it could indicate that jails were censoring privileged mail.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

7. On-site Special Inspections

Definition:

Special Inspections are inspections conducted in addition to a comprehensive, limited compliance, or occupancy inspection, as a follow-up to determine corrective action, high risk assessment, death, complaint, or escape or to address non-compliance issues, which are solely conducted on-site at a local facility.

Purpose

Indicative of frequency that jails correct deficiencies upon de-certification. Allows facilities to regain certification and therefore prevent loss of insurance and/or litigation. Also indicative of need for on-site review of issues.

Source

Monthly inspection activity reports are cross-checked with the inspection database. Discrepancies will be manually verified through a review of the inspection reports located in the inspection file.

Methodology

Each inspection as verified through the data sources is counted as one, even though the inspection may have required more than one day and/or more than one inspector. All inspections that occurred on-site are counted. A facility may receive a special inspection more than once a fiscal year. The result (compliant/not compliant) of the inspection is not a determining factor.

Limitations

Regulated entities request these inspections upon completion of corrective action. The Commission has limited control over when this occurs. A higher number would indicate an increased performance by the agency, but neither higher or lower is indicative of safer jails across the state.

Calculation

Cumulative

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

New Measure

No

Desired Performance

Higher than target

8. Non-compliant Facilities (Quantity)

Definition:

The number of facilities receiving at least one notice of non-compliance in a fiscal year.

Purpose

Provides information regarding the number of jails that have failed to meet the minimum standards in a fiscal year.

Source

The agency's inspection database. Database queries to determine which facilities received at least one notice of non-compliance within the fiscal year.

Methodology

The number of jails that received at least one notice of non-compliance within the fiscal year are summed.

Limitations

The number of facilities out of compliance are dependent on variables outside of the agency's control.

Calculation

Cumulative.

New Measure

No.

Desired Performance

Higher than target

9. Limited Compliance Inspections

Definition:

The number of limited compliance inspections completed during the reporting period. Jails determined to be low priority will have limited compliance inspections conducted in lieu of a comprehensive inspection.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Purpose

To determine compliance with standards in order to certify and prevent litigation.

Source

Monthly inspection activity reports are cross-checked with the inspection data base. Any discrepancies will be manually verified through a review of the inspection reports located in the inspection file.

Methodology

Each inspection as verified through the data sources is counted as one, even though the inspection may have required more than one day and/or more than one inspector. All limited compliance inspections completed during the reporting period are counted. The result (compliant/not compliant) of the inspection is not a determining factor.

Limitations

Number conducted dependent upon number of jails that are operational and determined to be low priority.

Calculation

Cumulative

New Measure

Yes

Desired Performance

Lower than target

10. Construction Documents Reviewed (Quantity)

Definition:

The number of building plans and specifications reviewed utilizing the construction checklist. Plans include schematics, design documents and construction documents.

Purpose

Workload indicator of number of construction projects underway.

Source

The jails in construction database which is maintained by the construction planner.

Methodology

Automatic summation from database.

Limitations

Number of construction projects is not controlled by the agency, but by local need. Size of projects may also impact number as larger projects require more time.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

11. (Number of) Facility Needs Analyses (Conducted)

Definition:

The number of analyses conducted to recommend the size and type of facility a county needs.

Purpose

To assist the county in best utilizing county resources by constructing efficient jails which meet local needs.

Source

Counted from monthly activities report.

Methodology

Each analysis conducted is counted.

Limitations

Counties needing facility analysis are out of agency's control as it is based upon incarceration growth.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

12. In-office Consultations (Planning & Construction with Jail Representatives)

Definition:

The number of meetings conducted in the agency's office with jail representatives to review and discuss facility planning, construction needs, and construction progress.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Purpose

Provide assistance to local government in meeting incarceration needs.

Source

Agency calendar, monthly activity reports, agency meeting log and inspection requirement reviews.

Methodology

Manually counted monthly from agency calendar, monthly activity reports, agency meeting log and inspection requirement reviews.

Limitations

Necessity for this activity not within agency's control.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

13. On-site Consultations (Planning & Construction with Jail Representatives)

Definition:

Number of meetings conducted on-site with jail representatives to review and discuss facility planning, construction needs, and construction progress.

Purpose

To show assistance provided to local government in meeting incarceration needs.

Source

Agency's Master Monthly Activity Report

Methodology

Automatic calculation on a monthly basis utilizing a query of agency database to produce the Master Monthly Activity Report. Data is entered into the database from Inspection Requirements Reviews and individual staff member's monthly activity report. Database queries that will sum the number of consultations during the reporting period will specify a date range that is only applicable to the reporting period.

Limitations

Necessity for this activity not within agency's control.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

14. (Number of) Operation Plans Reviewed

Definition:

Number of operational plans by a regulated entity which are reviewed by staff. Every regulated facility is required to submit an operational plan for 17 areas of jail operation. Plans must be resubmitted when a change may affect an area of jail operation.

Purpose

Indicates facilities are utilizing plans approved by the Commission. Resubmittals occur on a continuous basis as procedures change.

Source

Operational plan database.

Methodology

Summation from database.

Limitations

Changes to the standards which mandate revision to operational plans.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

15. (Number of) Staffing Analyses (Conducted)

Definition:

Number of reviews, on-site or in-house, of the operational or planned jail's organization, operations, facilities and policies in order to make recommendations regarding the number, type

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

and location of staff necessary to comply with jail standards.

Purpose

To provide counties with objective recommendations regarding staffing levels necessary.

Source

Quarterly activity reports.

Methodology

Each analysis conducted is counted. An analysis may be conducted more than one time for the same facility due to changes in operations, capacity and/or populations.

Limitations

Analyses are conducted at the request of the county or the Commission's discretion.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

16. (Number of) Training Hours Provided

Definition:

The total number of scheduled training either on-site or in-office provided to counties. Training hours are based on the scheduled duration of a presentation.

Purpose

Provide counties with training designed to assist them in running safe and secure jails in order to ensure compliance.

Source

Agency calendar and monthly activity reports

Methodology

Hours for each presentation recorded in agency calendar are added for the total number of hours provided.

Limitations

This activity may be reduced if necessary due to travel budgets

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

17. In-Office Consultations (Operation & Management with Jail Representatives)

Definition:

Number of meetings held in the office to review and discuss operational or management requirements of minimum jail standards

Purpose

Indicates number of times staff provide assistance to jail representatives on means of achieving compliance in the most effective and efficient manner.

Source

Agency calendar and agency meeting log

Methodology

Manually counted monthly from agency calendar and verified by agency meeting log

Limitations

The frequency jail representatives or the agency request a meeting is dependent upon variables that are out of the agency's control.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

18. On-Site Consultation (Operation & Management with Jail Representatives)

Definition:

Number of meetings on-site, usually at the jail, with jail representatives to review and discuss operational or management requirements of minimum jail standards.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Purpose

Indicates number of times staff provide assistance on means of achieving compliance in an effective and efficient manner.

Source

Agency's Master Monthly Activity Report

Methodology

Automatic calculation on a monthly basis utilizing a query of agency database to produce the Master Monthly Activity Report. Data is entered into the database from Inspection Requirements Reviews and individual staff member's monthly activity report. Database queries that will sum the number of consultations during the reporting period will specify a date range that is only applicable to the reporting period.

Limitations

The frequency of the need for assistance is relative to jail conditions out of the agency's control

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

19. Onsite Mental Health Trainings Provided (Quantity)

Definition:

Number of On-Site Mental Health Training Visits conducted by the Texas Commission on Jail Standards. Training is defined as training course taught by TCJS trainers primarily focused on mental health issues.

Purpose

Determine how many jails are receiving mental health training provided by the Commission.

Source

Agency calendar, monthly activity reports, agency meeting log

Methodology

Determine the number of each completed on-site mental health training session on each mental health trainer's activity report, which are calculated monthly.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Limitations

Data may vary because some trainings, such as suicide prevention are required, jailers are not required to receive the training through TCJS. Other trainings may not be required.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

Key Measure

Yes

20. County Jailers Receiving Mental Health Training (Quantity)

Definition:

Total number of county jailers receiving mental health training as provided by the Texas Commission on Jail Standards.

Purpose

Determine how many county jailers are receiving mental health training provided by TCJS.

Source

Agency calendar and monthly activity reports

Methodology

Count the number of county jailers that completed each on-site mental health training session on each mental health trainer's activity report. Mental health trainers ensure that all jailers are counted in order to receive TCOLE credit for the course.

Limitations

Data may vary because some trainings, such as suicide prevention, are required, but jailers are not required to receive the training through TCJS. Other trainings may not be required.

Calculation

Cumulative

New Measure

No

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Desired Performance

Higher than target

Key Measure

Yes

21. Number of Public Information Requests (Received and Fulfilled)

Definition:

The number of Public Information Requests received and fulfilled by the Commission.

Purpose

This output measures the quantity of public information requests received and fulfilled by the Commission and indicates the amount of resources required to handle public information requests.

Source

The Public Information Officer records data related to the request and fulfillment of public information requests.

Methodology

Public Information Officer records each request received and fulfilled by Commission monthly. Tally the number of requests fulfilled each month.

Limitations

The data does not represent the complexity or simplicity of the requests.

Calculation

Cumulative

New Measure

Yes

Desired Performance

Higher than target

22. Population Reports Analyzed (Quantity)

Definition:

The number of jail population reports submitted by regulated entities, reviewed for accuracy and entered into the population database.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Purpose

To verify that jails are operating at an acceptable level of capacity

Source

Reports submitted by the county jail or other regulated entity

Methodology

Value is calculated by counting each report received from the counties and analyzed.

Limitations

Any facility that does not submit a report limits the ability to report accurately. A high number indicates that more counties are in compliance with the requirements to submit population reports every month.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

23. (Population) Data Reports Prepared (Quantity)

Definition:

Number of finalized reports compiled from population data submitted by counties on the inmate population reports and paper-ready inmate reports

Purpose

To distribute to executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.

Source

Population reports as received from the counties and entered into the jail population database.

Methodology

Each completed population data report is counted

Limitations

Any county neglecting to submit a monthly report limits the accuracy of the population data report.

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

24. Number of (Paper-ready) Reports Analyzed

Definition:

The number of paper-ready reports submitted by counties. Reports are received, analyzed, and cross-referenced to determine accuracy.

Purpose

To ensure that the Texas Department of Criminal Justice is removing paper-ready inmates for the county jails in a timely manner; to provide data to executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.

Source

County jail paper-ready reports (PR-1 and PR-2)

Methodology

Count of each monthly report received from the counties and analyzed, along with any corrected reports from previous months.

Limitations

Any county neglecting to submit a monthly report may limit the accuracy of any planning or forecasting that is based on the aggregate data. A higher number would be desirable as it would indicate that more counties are in compliance with the requirement to submit paper-ready reports every month.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

Supplemental Schedule B: List of Measure Definitions
B. Output Measure Definitions

25. Number of Immigration Detainer Reports

Definition:

The number of immigration detainer reports submitted by counties. Reports are received, analyzed, and cross-referenced to determine accuracy.

Purpose

To determine cost to counties for the detention of prisoners for whom an immigration detainer has been issued by the United States Immigration and Customs Enforcement; to provide data to executive and legislative offices and to individual agencies for analysis, planning and forecasting purposes.

Source

County jail immigration detainer reports (ID-1 and ID-2)

Methodology

Count of each monthly report received from the counties and analyzed, along with any corrected reports from previous months.

Limitations

Any county neglecting to submit a monthly report may limit the accuracy of planning or forecasting. A higher number indicates that more counties are in compliance with the requirement to submit Immigration Detainer Reports reports every month.

Calculation

Cumulative

New Measure

No

Desired Performance

Higher than target

B. Efficiency Measure Definitions

1. (Average) Cost Per Jail Inspection

Definition

The average cost for all inspections conducted

Purpose

Ensures the agency is utilizing state dollars in the most efficient manner possible. Further, provides basis for setting fees for “for fee” inspections conducted on facilities holding contract non-Texas inmates.

Supplemental Schedule B: List of Measure Definitions
C. Efficiency Measure Definitions

Source

Inspection totals for comprehensive inspections, limited compliance inspections, special inspections, and occupancy inspections (outputs 01, 02, 03, and 04) are tabulated. Personnel, travel, and all related costs are ascertained by the Support Services Division.

Methodology

The total cost of conducting jail inspections divided by the total number of inspections performed.

Limitations

None

Calculation

Non-Cumulative

New Measure

No

Desired Performance

Lower than target

2. (Average) Cost Per (Facility) Needs Analysis

Definition:

Average agency funds expended for each facility needs analysis conducted. A facility needs analysis shall include facility type, capacity, and support area needs.

Purpose

Efficient use of state funds

Source

Planning and construction monthly activity report and agency fiscal records.

Methodology

Total number of analyses conducted divided into amount expended for analyses.

Limitations

None

Calculation

Non-Cumulative

New Measure

No

Supplemental Schedule B: List of Measure Definitions
C. Efficiency Measure Definitions

Desired Performance

Lower than target

3. Average Cost per Construction Document (Review)

Definition:

The average cost per construction document reviewed. Three sets of construction documents must be reviewed and approved before a construction project can begin.

Purpose

Ensure efficient expenditure of state funds.

Source

Monthly activity reports and agency fiscal records.

Methodology

Personnel costs equal the number of hours dedicated to the review of construction documents, multiplied by the personnel cost per hour. Total personnel cost plus operating costs, divided by the number of reviewed, equals the average cost per construction document reviewed.

Limitations

An increase could occur if personnel and/or administrative costs increase.

Calculation

Non-Cumulative

New Measure

No

Desired Performance

Lower than target

4. (Average) Cost Per Staffing Analysis

Definition

The average amount of agency funds expended for conducting each staffing analysis of a regulated facility.

Purpose

Ensure state funds are expended efficiently.

Supplemental Schedule B: List of Measure Definitions
C. Efficiency Measure Definitions

Source

The number of analyses conducted is reported in quarterly activity reports. The amount of monies expended is determined by the fiscal officer.

Methodology

The number of analyses conducted is divided into the amount expended.

Limitations

Increases could occur within a year due to personnel costs.

Calculation

Non-Cumulative

New Measure

No

Desired Performance

Lower than target

5. Average Cost Per Training Hour (Provided by TCJS)

Definition:

The average amount of agency funds expended for each hour of scheduled training provided.

Purpose

Ensure efficient expenditures of state funds.

Source

Agency calendar, monthly activity reports and agency fiscal records.

Methodology

Training expenditures to include travel, personnel, and administrative costs, divided by the number of training hours provided.

Limitations

An increase could occur if personnel, travel, and/or administrative costs increase.

Calculation

Non-Cumulative

New Measure

No

Supplemental Schedule B: List of Measure Definitions
C. Efficiency Measure Definitions

Desired Performance

Lower than target

6. Average Cost of (On-site) Mental Health Training

Definition:

Average cost of on-site mental health training visit

Purpose

Ensures the agency is utilizing state dollars in the most efficient manner possible.

Source

Agency calendar, monthly activity reports and agency fiscal records.

Methodology

Training expenditures to include travel, personnel, and administrative costs, divided by the number of on-site training sessions.

Limitations

This activity may be reduced when all current jailers have received the training.

Calculation

Non-Cumulative

New Measure

No

Desired Performance

Higher than target

Key Measure

Yes

7. (Average) Cost Per (Population) Data Report

Definition:

The average cost per population data reports.

Purpose

Ensures the agency is utilizing state dollars in the most efficient manner possible.

Source

Count of number of reports prepared. Personnel and related cost are ascertained by the fiscal officer.

Supplemental Schedule B: List of Measure Definitions
C. Efficiency Measure Definitions

Methodology

The total annual costs of producing population reports divided by the total number of data reports produced each year.

Limitations

None

Calculation

Non-Cumulative

New Measure

No

Desired Performance

Lower than target

Supplemental Schedule C: Historically Underutilized Business Plan

Mission or Policy

The Commission promotes equal opportunities for Historically Underutilized Business (HUB) contract awards.

Goal

We will comply with state directives by utilizing historically underutilized businesses (HUBs) in purchasing goods and services whenever such utilization is both effective and efficient.

Objective

Agency goals for utilizing HUB vendors will meet or exceed the current statewide percentage goals set forth by State Comptroller of Public Accounts HUB program.

Strategy

In efforts to meet or exceed the statewide percentage goals for HUB participation, the agency will review a listing of available HUB vendors prior to the purchase of any goods or services. The agency will strive to purchase those goods or services with HUB vendors when it is effective and efficient.

To date, the agency has not had the need to purchase any goods or service from a vendor that would require a business partner or subcontractor. In the event this type of purchase arises, the agency will work closely with the contractor to encourage the use of HUB vendors as subcontractors or business partners.

Programs

The Commission uses Historically Underutilized Business (HUBs) whenever possible. We do not spend a large amount on contracts, due to our small size and resulting limited needs compared to other larger agencies. The agency only has HUB available expenditures in three categories (Professional Services, Other Services and Commodity Purchasing) as the agency does not undertake any projects in the Heavy Construction, Building or Special Trade categories. The agency is committed to finding HUB certified vendors for any and every purchase, if no HUB vendor exists the agency normally selects a Comptroller approved vendor.

Historically, the agency makes the majority of commodity (consumable items) purchases from the Texas Industries for the Blind and Handicapped (TIBH) Central Supply store. Via the Texas State Use Program. Every effort will be made to reach our goal for the current and future fiscal years, while still making the best use of agency funds.

For Fiscal Year 2021, the Agency exceeded it's HUB goals with respect to Other Services, Commodities Contracts and Professional Service Contracts. The agency has no heavy construction, building construction or special trade constructions contracts. As a matter of practice, the agency will continue its effort to meet or exceed percentage goals. Historical spending will be analyzed to determine trends that may assist in developing and adjusting HUB expenditure goals.

The agency staff will continue to brief the executive director with the results of the HUB program and explain any variances that might occur from the statewide goals.

Supplemental Schedule D. Statewide Capital Plan

The Commission on Jail Standards has no current or pending capital projects planned.

Supplemental Schedule E. Health and Human Services Strategic Plan

The Commission on Jail Standards is not required to submit this plan because the agency is not a health and human services related agency.

Texas Commission on Jail Standards



Workforce Plan FY 2023-2027

**Texas Commission on Jail Standards
Workforce Plan 2023-2027**

Agency Overview

The Texas Legislature created the Commission on Jail Standards in 1975 to implement a declared state policy that all county jail facilities conform to minimum standards of construction, maintenance and operation. In 1983, the Texas Legislature expanded the jurisdiction of the commission to include county and municipal jails operated under vendor contract. In 1991, the Texas Legislature added the requirement for count, payment, and transfer of inmates when precipitated by crowded conditions as well as expanding the commission's role of consultation and technical assistance. In 1993, the legislative function expanded the role of the commission again by requiring that it provide consultation and technical assistance for the State Jail program. In 1997, the Texas legislature affirmed that counties, municipalities and private vendors housing out-of-state inmates are within the commission's jurisdiction. It is the duty of the commission to promulgate reasonable written rules and procedures establishing minimum standards, inspection procedures, enforcement policies and technical assistance for:

- 1. The construction, equipment, maintenance, and operation of jail facilities under its jurisdiction;**
- 2. The custody, care and treatment of inmates;**
- 3. Programs of rehabilitation, education, and recreation for inmates confined in county and municipal jail facilities under its jurisdiction.**

The Commission's office is in downtown Austin, Texas, and there are currently 23 FTE's budgeted.

Agency Mission

The mission of the Texas Commission on Jail Standards is to empower local government to provide safe, secure and suitable local jail facilities through proper rules and procedures while promoting innovative programs and ideas. During its regular session of 1975, the 64th Legislature enacted House Bill 272 creating the Texas Commission on Jail Standards in an effort to end federal court intervention into county jail matters and return jail control to state and local jurisdictions. Formerly through Title 81 of the Civil Statutes and currently through Chapters 499 and 511 of the Government Code, the state has evinced a strong commitment to improving conditions in the jails by granting us the authority and responsibility to promulgate and enforce minimum standards for jail construction, equipment, maintenance and operation. Related duties and rules are set forth in Chapters 351 and 361 of the Local Government Code, Title 37 of the Administrative Code, and our own Minimum Jail Standards.

Strategic Goals, Objectives, and Related Functions

Goal 1 - Inspection and Enforcement: Develop and implement a uniform process to inspect, monitor compliance and ensure due process in enforcement of standards for local jails.

Supplemental Schedule F. Agency Workforce Plan

Objective: Monitor local facilities and enforce standards Strategy: Perform inspection of facilities and enforce standards

Goal 2 - Construction Plan Review: Develop and implement a comprehensive facility needs analysis program and review and comment on construction documents for construction projects.

Objective: Provide consultation and training for jail construction/operation. Strategy: Assist with facility need analysis and construction document review.

Goal 3 - Management Consultation: Review and approve jail operation plans, provide needed jail management training and consultation and perform objective jail staffing analyses.

Objective: Provide consultation and training for jail construction/operation Strategy: Assist with staffing analysis, operating plans and program development.

Goal 4 - Auditing Population and Costs: Collect, analyze and disseminate data concerning inmate population, felony backlog and jail operational costs.

Objective: Implement process to relieve crowding or ensure accurate compensation Strategy: Collect and analyze data concerning inmate population, backlogs and costs.

Through Chapters 499 and 511 of the *Government Code*, the Commission on Jail Standards is given the authority and responsibility to promulgate and enforce minimum standards for jail construction, equipment, maintenance, and operations. Texas Minimum Jail Standards are contained in Title 37, Part IX, and Chapters 251 – 301 of the Texas Administrative Code. Related duties and rules are set forth in Chapters 351 and 361 of the *Local Government Code*.

Most of our activities are oriented toward county functions; however, we retain the responsibility to regulate privately operated county and municipal facilities. Our principal operations include on-site inspections of jails to verify compliance with standards, review of proposed construction and renovation plans to assess conformity to standards, provision of jail management technical assistance and training, administration of inmate population reports and audits, resolution of inmate grievances, providing counties with objective staffing and facility needs analyses, and various other activities relating to policy development and enforcement.

Primary relationships exist with county judges, commissioners and sheriffs. Secondary relationships are maintained with architectural firms, private operators, criminal justice professional associations and regulatory agencies concerned with issues such as fire safety, legal matters, and civil liberties. Jail inmates awaiting trial, serving sentences, or awaiting transfer to the Texas Department of Criminal Justice Institutional Division, jail staff and the public are served by the enforcement of standards that are based on safety, security and sanitation.

While on-site inspections remain the most visible activity, awareness of our ability to provide technical assistance has increased due mostly to a strong effort to provide quality regional training and a greater emphasis on providing assistance by all staff, including the Inspectors.

Administrative staff provides internal administrative support to the agency, including human resources, accounting, budgeting, information technology, reporting and other staff services functions.

Supplemental Schedule F. Agency Workforce Plan

Anticipated Changes in Strategies

Though the mission of the agency has not changed, the passage of HB1545(87R) has required the agency to slightly modify portions of our strategies and goals in order to comply. The most drastic of these changes revolve around the migration from an annual inspection cycle to one that is risk-based. In addition, a focus on inmate complaints was evident in the Sunset Staff report which the agency is attempting to address.

Due to the lingering impact of COVID-19 and inflationary concerns, the agency is anticipating an increase in the number of non-compliant county jails. The environment in which these entities operate has been severely impacted and the current workforce is reluctant to consider a career in corrections at the salaries most counties offer. This is exacerbated by the slow pace that the court system has taken, including additional suspensions combined with reduced intake rates to the state prison system, both of which has increased the county jail population.

While the Commission does not anticipate significant change to the agency mission, we do anticipate significant change to our strategies, and/or goals over the next five years. The Commission is and will remain committed to providing high-quality service to county jails and ensure that counties are working to maintain safe, healthy and secure jails in their communities. With time, of course, adjustments are often necessary in the strategies used to meet these goals. The emphasis on information technology in the agency will be a major driver in the future of the Commission; however, a small yet dedicated workforce of professional and administrative personnel will continue to keep the agency on course toward achieving its goals and stated mission.

Current Workforce Profile

a) Skills

Every Commission employee is valuable to the success of agency operations. Each of the 23 employees has more than one critical function that supports the Commission on Jail Standards. Some of the critical skills required to complete our mission include customer service, auditing, communication, problem solving, accounting, project management, and information analysis.

b) Demographics

The following data reflect the current profile of the agency's workforce. The Commission's workforce is comprised of 47% male and 53% female. 3% are Asian, 17% are African American, 13% are Hispanic and 66% are Caucasian. The average age for the Agency staff is 48 and staff has an average of 4 years with the agency. The Agency's positions are as follows:

Supplemental Schedule F. Agency Workforce Plan

Occupational Category	Headcount
Accounting, Auditing, and Finance	1
Administrative Support	1
Information Technology	1
Inspectors and Investigators	7
Other	1
Planning, Research, and Statistics	1
Program Management	10
Receptionist	1

(Source: State Auditor’s Office/E-Class system)

c) Employee Turnover

In FY 2021, there were four separations from the agency, and two interagency transfers. The Agency has hired a new Assistant Director in FY21 and as of May 2021, the agency has four vacant positions available. The longest tenured employee has been with the agency for 24 years. Seven of the current staff members have been with the agency for less than 2 years.

d) Employee Attrition

Just over thirteen percent or three staff members of the Agency’s employees will be eligible to retire within the next 5 years. Replacements of these positions may be difficult to find due to the loss of institutional knowledge, key positions, and the combination of numerous years of experience. When long-term experienced individuals vacate positions, it is our practice to fill those positions at a lower level until the individual gains experience in that position and then promote or provide merit increases. The issue of attrition is further addressed later in this report in section “IV Gap Analysis.”

Future Workforce

e) Expected Workforce Changes

The Commission on Jail Standards will likely be affected by state-wide workforce factors driven by the changes exacerbated by COVID-19 and the impact inflation will have on being able to recruit and retain staff. Due to below market average salaries, the agency had put into place flex schedules to incentivize employment and retention. With the on-set of COVID-19, a work from home option was offered for office staff, an option that was already somewhat in place for field staff. These options are no longer viewed as options by existing and potential employees and instead demanded which creates a difficult balancing act. The issue and impact of inflation has placed a further strain on recruitment efforts as well. With rising fuel prices, employees that did not live in the Austin metro area and surrounding communities due to the absurdly high cost of housing now find it difficult to justify even two days of travel to the office and seek employment in closer proximity to their residence. Unless a concerted effort is undertaken and achieved to increase the salaries of our staff, we will continue to experience high turnover and loss of knowledge and capability.

f) Future Workforce Skills Needed

Supplemental Schedule F. Agency Workforce Plan

Communication and interpersonal skills will continue to be critical, as the agency staff has daily contact with the public and with county officials. Computer skills are also vital, as the agency continues to upgrade information resources, dependent on available funding.

g) Number of Employees Needed

Currently the agency has four vacancies but this is misleading. The actual number of employees needed to effectively and efficiently carry out its assigned duties is easily double that. After the Sunset Review that resulted in HB1545, the agency has undertaken a review of how its FTEs are allocated and repurposed several to meet the most urgent demands. The largest shift has occurred in the Inspection & Enforcement Strategy which has been increased, specifically in the area of Complaint Investigation. Prior to HB1545, there was one FTE assigned, but the workload was overwhelming which was a major contributing factor to continuous turnover. This in turn led to an increased backlog as the agency would temporarily assign other staff until the position could be filled. Even after the position was filled, it is estimated that it required at a minimum, six months to become proficient in this task. The decision to reassign FTEs was only possible due to the conclusion of a statutorily mandated training program. Two of the three FTEs assigned to that program were shifted to complaints, but the workload has only continued to increase. To operate at a level that is acceptable to complainants, and counties who are required to respond then await a ruling, that section desperately needs a dedicated administrative support FTE and a first level supervisor to assign workloads and conduct preliminary review of complaints.

The number of deaths in custody has increased over the past two years as well. Based upon the current data, the length of time to complete a review of each of these has been lengthened primarily due to COVID-19. The Critical Incident inspector routinely works in excess of 60 hours per week in an effort to simply maintain the status quo in regards to the length of time required to manage this task. This is complicated by the responsibility to also review all escapes and serve as the point of contact for the monthly Serious Incident Report that is statutorily mandated.

In addition to this, the agency is moving towards a risk based inspection program which is envisioned to reduce the work load of the field inspectors and reduce the attrition we have experienced in that section. But even that appears to not being as viable as originally envisioned due to the requirement to conduct a random percentage of all re-inspections as full, comprehensive inspections as mandated by HB1545. Management is continuing to review this conflict but believes the demands outstrip the current resources.

The points made above do not even take into account the added duties associated with the agency being named by the Governor to the Border Security Task Force to advise and assist with Operation Lone Star. The agency requested three FTEs and the associated funding to carry out this new duty, but the funding appropriated was only a third of what had been requested. In order to ensure the agency was carrying out this function, several approaches have been utilized. The difficult period was before any additional resources were provided and the load was carried by the Executive Director and two other staff members. After HB9 was passed, the monies that we were provided were used to backfill the cost of any time that existing employees expended on Operation Lone Star rather than attempting to recruit and retain one FTE that possessed all of the required skills.

h) Critical Functions that must be performed

Performance of all agency functions is critical to achieving the agency's goals and objectives which are directly tied to statutorily mandated duties. The agency is not carrying out any function that is not directly related to our reason for being.

Gap Analysis

Anticipated Surplus or Shortage of Staffing Levels or Skills:

The agency has a concern that its ability to attract future employees and retain current employees who possess the needed skills may be impaired by a disparity in salaries between state employees and employees in private industry or other governmental entities. In addition to the disparity, the high cost of living in the Austin metro area makes it difficult to attract qualified individuals. This often results in the hiring of individuals that reside in excess of 30 miles from our headquarters in downtown Austin. This in turn results in excessive commutes that impact employee morale which is exacerbated by the complete lack of infrastructure planning and congested roadways that exemplify Austin. To mitigate the traffic and commute employment downside, the agency has begun a "telecommute" pilot program, to attempt to assist with retention. It is very difficult to attract quality professional candidates that possess the skill sets necessary to advance into management and leadership roles with current pay levels and the agency must explore other flexible benefits. The agency has a small and dedicated team of professionals, but an honest assessment of the challenges faced by management concerning vacancies that occur periodically, is necessary to retain them.

Over the past two years, the agency has lost key employees to Texas counties or to retirement. As a smaller agency, employees are exposed to multiple disciplines that makes them very attractive to other entities that can offer higher salaries. In addition, they are also able to offer them positions that allows them to focus on a single subject area and become experts in that area as part of their own professional development. Unless the agency is able to offer competitive salaries and other flexibility, this issue will only continue to grow and will determinately impact the agency's ability to carry out its mission and statutorily mandated duties.

Strategy Development

a) Retention Programs

Historically, the agency has supported its employees by rewarding merit increases to employees who perform above satisfactory levels and will also enter into retention bonus agreements with key personnel. Additionally, the agency continually strives to maintain a work environment that allows for flexibility, without compromising productivity. The agency had implemented an alternate work schedule to address the needs of employees in order to lessen the physical and financial burden of long-distance commutes to the office. Thirty five percent of the agency enrolled in this program prior to Covid-19 and all have been doing at least partial telecommuting since the pandemic began. The agency anticipates

Supplemental Schedule F. Agency Workforce Plan

that telecommuting will assist in retaining valuable, qualified personnel.

However, even by utilizing this approach and even if additional FTEs are appropriated, there will continue to be turnover that is unacceptable unless salaries are raised to a level that is seen as competitive.

b) Recruitment Plans

To the fullest extent possible, the agency will strive to recruit the number of qualified individuals required to carry out the agency's mission, including all qualified persons of minority, disability, and/or the female gender.

c) Organizational Training, Employee and Career Development

The agency provides organizational training, including equal employment opportunity, sexual harassment, and procedural training. The transition to CAPPs HR will allow the agency to track employee training even more effectively. The agency utilizes cross training to enhance the knowledge and skill levels of all employees. The agency provides for the cost of training for its employees, when the training is in the best interest of the agency, and funding allows for the expense.

The agency transitioned September 1, 2019, to CAPPs Financials as part of the statewide mandate and is in the process (as of June, 2022) of transitioning to CAPPs Human Resources. The agency is managing the transition without additional resources.

d) Leadership Development

Cross training is essential in leadership development for a small agency. Division managers share their experience and knowledge with staff. The agency provides for leadership training for the professional staff, subject to budgetary constraints.

e) Succession Planning

All of the factors indicated for organizational training, employee, leadership and career development are essential in planning for succession. Additionally, the agency will maintain awareness of qualified sources outside of the agency.

Supplemental Schedule F. Agency Workforce Plan

Texas Commission on Jail Standards



Customer Service Report 2022

Supplemental Schedule G. Report on Customer Service

Introduction

As mandated by Texas Government Code Chapter 2114, the Texas Commission on Jail Standards (TCJS) submits a Customer Service Survey to the Legislative Budget Board and Governor's Office of Budget and Planning. With the information gained from the Customer Service Survey, TCJS intends to increase its effectiveness in achieving its mission of ensuring safe, secure, and suitable county jail facilities for correctional personnel, inmates, and the community through proper rules and procedures. The Commission has seen a steady increase in customer satisfaction over the years. However, as with all such surveys, natural and unavoidable variations in customer experience mean the Commission anticipates that at some point the satisfaction measurement will naturally rise and fall slightly despite all possible efforts to provide the best customer service.

Inventory of External Customers

Because the chief goal of the Texas Commission on Jail Standards is to assist local governments through effective standards and technical assistance, local government is the priority population of TCJS and the focus of its customer service. This group consists of sheriffs, county judges, and jail administrators in Texas' 254 counties and totals approximately 778 individuals. Counties that do not have a jail were included in the survey because they are required to report their inmate population housed elsewhere. TCJS serves indirectly the 18,000 licensed jailers, and the Commission sent the survey to them through their professional associations: Texas Jail Association, the Sheriff's Association of Texas, and the Texas Association of Counties and asked them to send out the survey on their list serves. In addition to the usual survey recipients this year, the Commission sent the survey to complainants, public information requestors, advocates and other members of the public with an interest in Texas county jails.

Methodology

The Texas Commission on Jail Standards used a commercial electronic survey with customized questions. The Legislative Budget Board created eight new mandatory questions for agencies to use in addition to the agencies' own questions. For the first time, the Commission also posted its survey on its website.

Supplemental Schedule G. Report on Customer Service

Description of Services Offered by Strategy

TCJS Strategy	Description of Services	External Customer Served
A. 1. 1. INSPECTION AND ENFORCEMENT <i>Perform Inspection of Facilities and Enforce Standards</i>	Inspection activities consist of fair and impartial monitoring and enforcing compliance of adopted rules and procedures. This objective includes development and implementation of uniform inspection process	Sheriff County Judges County Commissioners Jail Administrators Jailers
A. 2. 1. CONSTRUCTION PLAN REVIEW <i>Assist with Facility Need Analysis and Construction Document Review</i>	The construction planning staff provides consultation and technical assistance to local governments for jail construction that meets standards.	Sheriffs County Judges County Commissioners
A. 2. 2 MANAGEMENT CONSULTATION <i>Assist with Staffing Analysis, Operating Plans, and Program Development</i>	Commission staff provides jail management consultation through staffing analysis, operational plans, and training programs. Technical assistance on matters such as structural issues, life safety, and overall jail operation is provided on an on-going basis.	Sheriffs County Judges County Commissioners Jail Administrators Jailers
A. 3. 1 AUDITING POPULATION AND COSTS <i>Collect and Analyze Data Concerning Inmate Population, Backlogs, and Costs</i>	This strategy requires the collecting, analyzing and disseminating of data concerning inmate populations, felony backlog, immigration, licensed jailer turnover, use of restraints on pregnant inmates, and jail operational costs.	Sheriffs County Judges County Commissioners Jail Administrators Other planning agencies

Supplemental Schedule G. Report on Customer Service

Customer Service Element	Description of Survey Questions	Levels of Customer Service Quality
Staff	Customers were asked about Commission staff courtesy, knowledge, and helpfulness	85% of survey respondents strongly agreed or agreed that Commission staff was courteous, knowledgeable, and helpful. This is down from 97% in 2020. 10% were unsatisfied or very unsatisfied with this element.
Communications	Customers were asked if they received communications in a timely manner	92% of survey respondents strongly agreed or agreed that they received communications in a timely manner, down slightly from 96% in 2018.
Agency Website	Customers were asked if the agency website was easy to navigate	83% of survey respondents strongly agreed or agreed that the website was easy to navigate. This is up from 79% in 2020.
Complaint-Handling process	Customers were asked if the Commission investigates complaints in a fair and timely manner	85% of respondents strongly agreed or agreed that the Commission investigates complaints in a fair and timely manner. This is virtually the same as the 86% favorable response in 2020.
Facilities	Previously, the Commission did not survey customers about facilities because the jails as a rule do not visit our office. However, beginning this year, LBB now requires that agencies ask this question.	75% of respondents are satisfied or very satisfied with TCJS facilities, including the office location and their ability to access the agency. 17% were neutral, and 8% were unsatisfied or very unsatisfied.

Analysis

275 out of 774 survey recipients responded to the survey. 84% of survey respondents are satisfied or very satisfied with the Commission’s customer service. The Commission released a new website in early 2020. It was expected that users would experience a period of adjustment to a new website and for that reason may have been initially dissatisfied with it. The improvement in website satisfaction appears to have confirmed this. 11% of respondents expressed awareness TCJS offers Facility Needs Analysis services at no cost to counties. That is an increase of 2% from 2020. The survey demonstrated no correlation between the size of a jail and overall satisfaction with TCJS.

122 respondents wrote narrative comments. In several instances, comments praised the Executive Director, Assistant Director, and staff by name. Of the comments:

- 69% (84) comments were favorable, which is down from 80% in 2020 but up slightly from 68% in 2018,
- 12% (15) comments were unfavorable, which is up from 7% (9) in 2020,
- 8% (10) comments were neutral, down from 10% (13) in 2020, and

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- 19% (23) comments made suggestions for improvement, up from 1.8% (7) in 2020.

Agency Response

A slight year-to-year variation in satisfaction results is normal and not necessarily attributable to a variation in actual customer satisfaction. However, the satisfaction level declined markedly this year from 97% to 85%. The response rate of 36% from a targeted population of 774 means we can be 95% confident that the actual answers of the entire population of this survey may vary as much as +/- 4.6% from the answers we received. That means, we can be 95% certain that the 84% rate satisfaction rate that we calculated may, in reality, vary as much as 4.6% higher or lower. The only way to be 100% certain of the satisfaction rate would be to receive a survey response from all 774 survey recipients.

The Commission will continue to analyze customer comments for additional areas of improvements.

CUSTOMER SERVICE PERFORMANCE MEASURES

Number of Customers Surveyed

The survey was sent directly to 254 county judges, 260 sheriffs, and 260 jail administrators, totaling 774 recipients. The surveys were delivered directly by email and also indirectly using the list serves of the Texas Jail Association, and the Sheriff’s Association of Texas. Previously, we also used a listserv monitored by the Texas Association of Counties, but that listserv is no longer functioning. This may have contributed to the disparity of results from previous years.

Satisfaction Levels	2018	2020	2022
The cumulative satisfaction rate was determined by combining the number of all answers by rank, subtracting the number of not applicable answers to obtain a total net number of answers. We then divided the sum of all “Strongly agree” and “Agree” answers by the net total.	94%	95%	84%

Outcome Measures	2018	2020	2022
Respondents who expressed overall satisfaction with services TCJS received. This is based on the percentage of respondents scoring satisfied or very satisfied to the question “How satisfied are you with TCJS’ ability to timely serve you, including the amount of time you wait for service in person?”	94%	95%	85%
Number of surveyed customer respondents identifying ways to improve service delivery	13	7	23

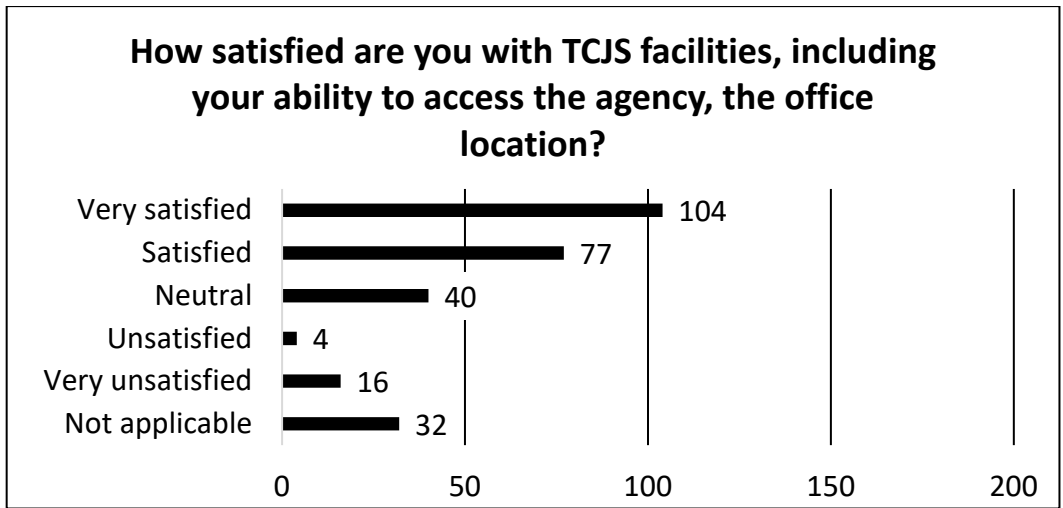
Output Measures	2018	2020	2022
Number of Customers Surveyed	797	757	774
Response Rate: 275 of 774 survey recipients responded to the survey.	51%	53%	36%
Number of Customers identified/potentially served	=19,000	=19,000	=19,000

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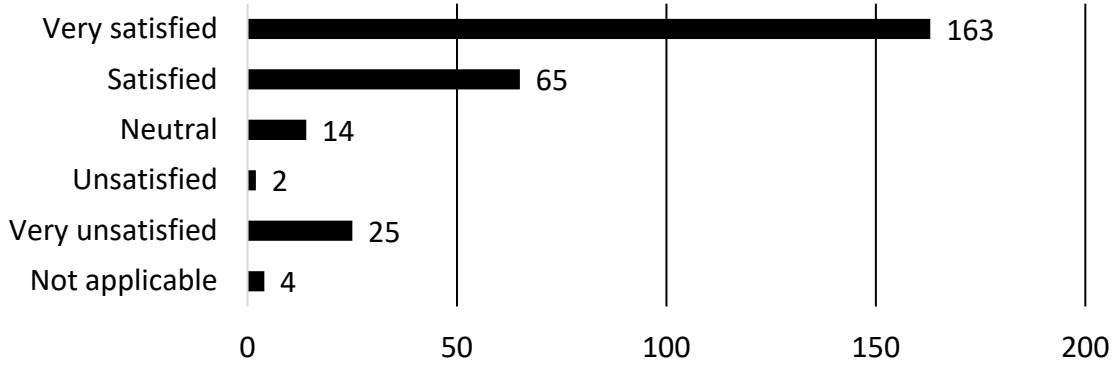
Efficiency Measures	2018	2020	2022
Cost of survey per customer surveyed	No fiscal impact (existing sources utilized)	No fiscal impact (existing sources utilized)	No fiscal impact (existing sources utilized)

Explanatory Measures	2018	2020	2022
Total Customers Identified	=19,000	=19,000	=19,000
Total Customers Inventoried	1 Priority Group (County Officials, including sheriffs, judges, jail administrators, jailers)	1 Priority Group (County Officials, including sheriffs, judges, jail administrators, jailers)	6 groups identified: county judges, sheriffs, jail administrators, jailers, public information requestors, and complainants.

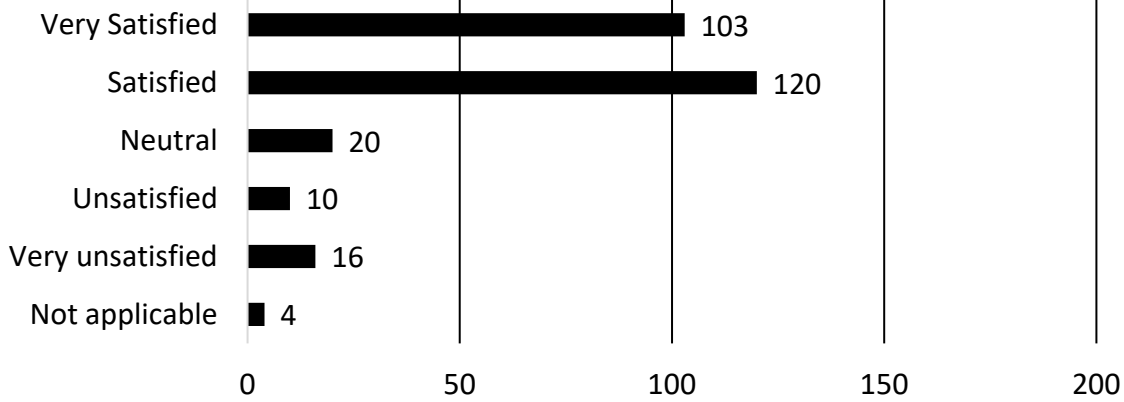
Agency Specific Measures	FY 2018	2020	2022
Average number of days from complaint inquiry to final response	15	19	55
Number of Construction Plan Review documents	27	33	28
Number of Staffing Analyses	9	5	1



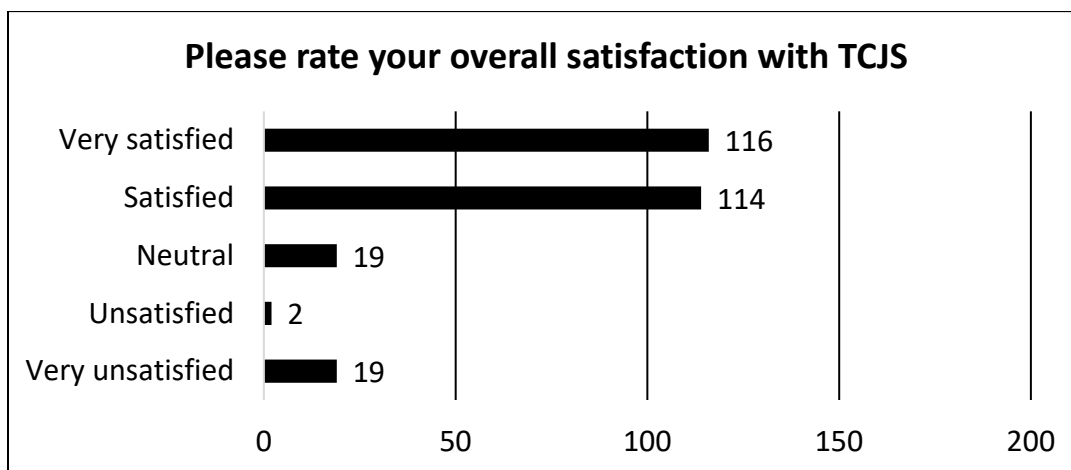
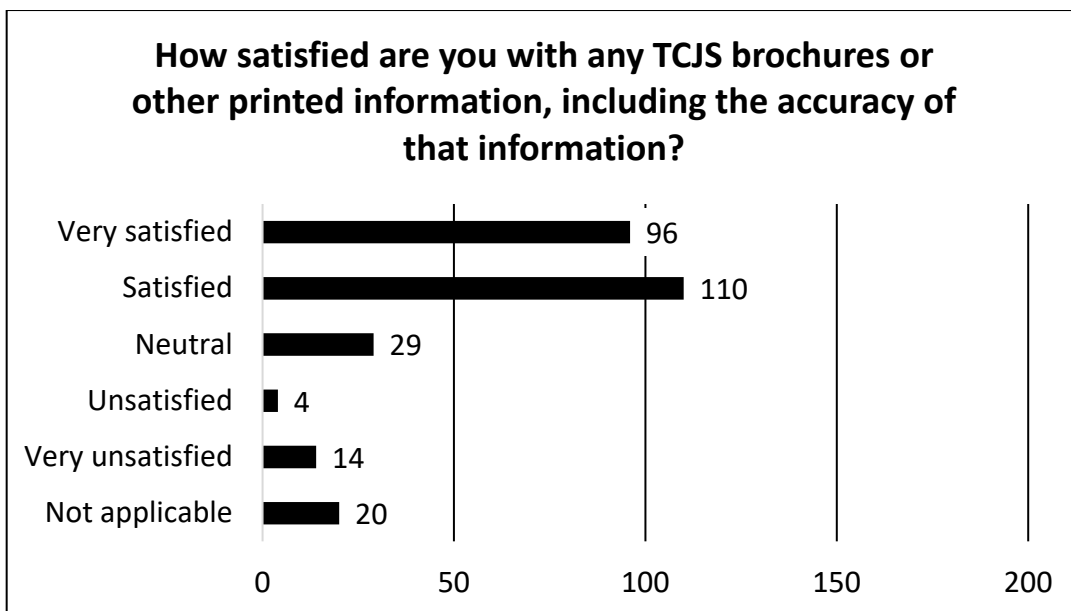
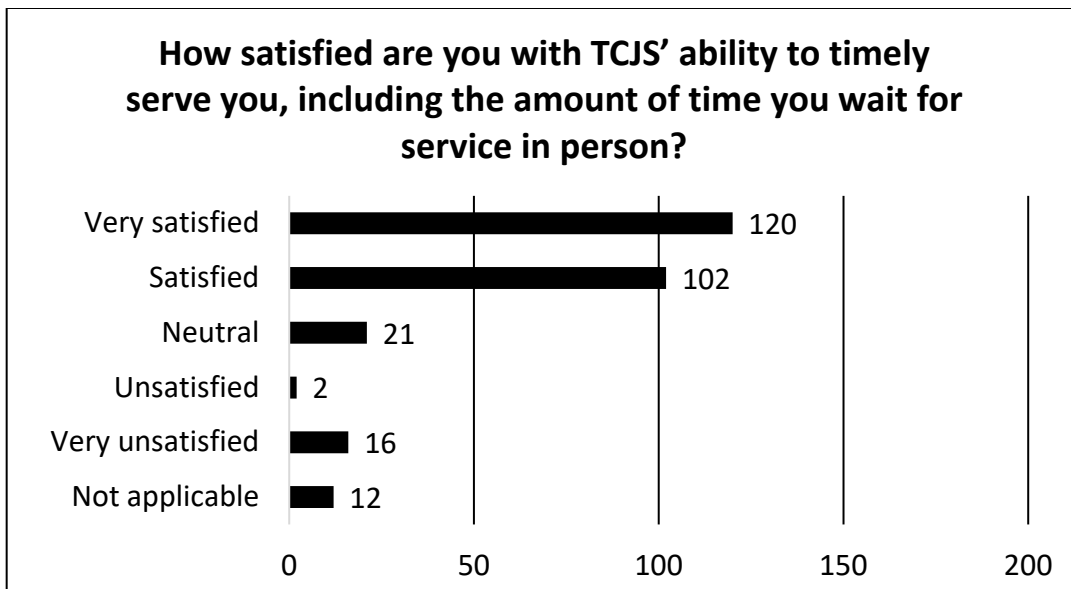
How satisfied are you with TCJS staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?



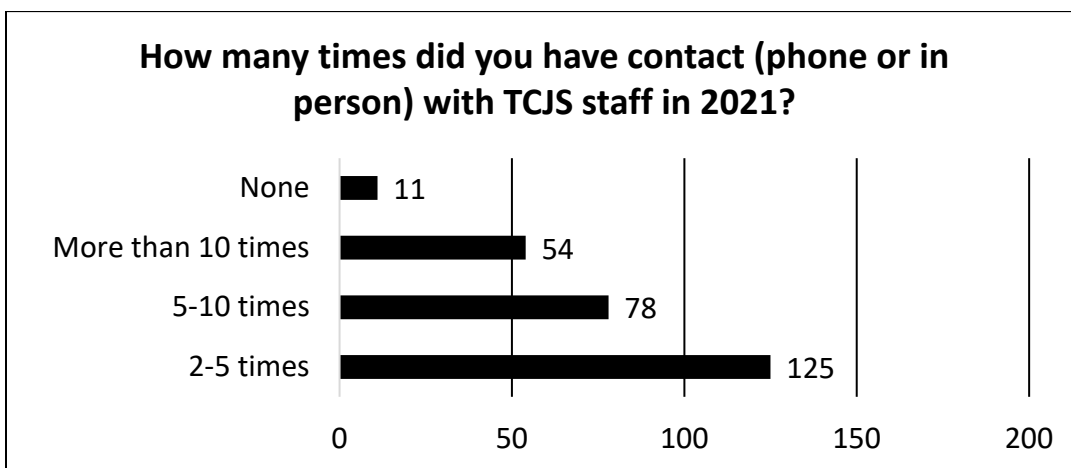
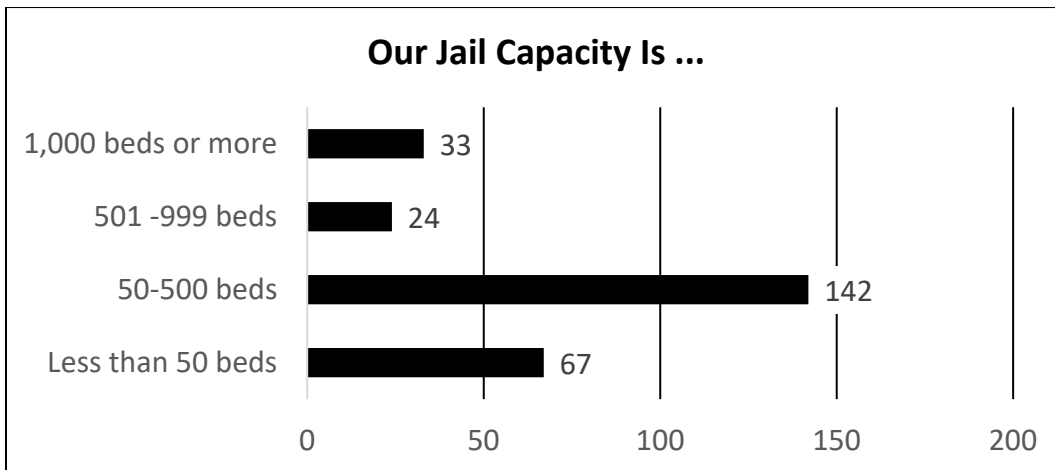
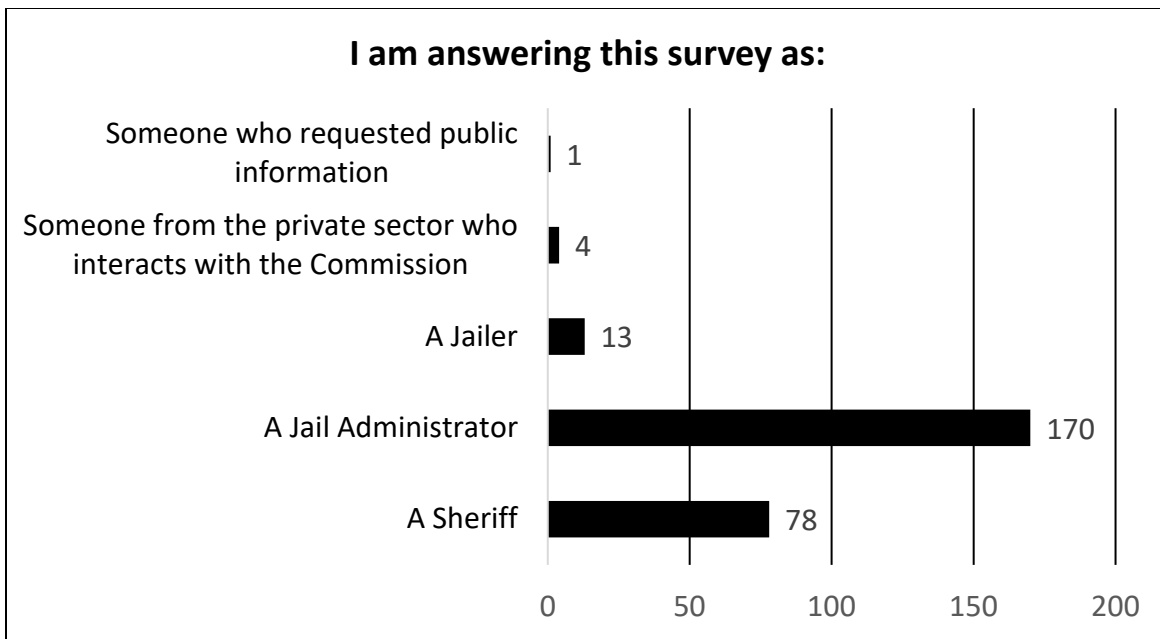
How satisfied are you with TCJS' internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and program



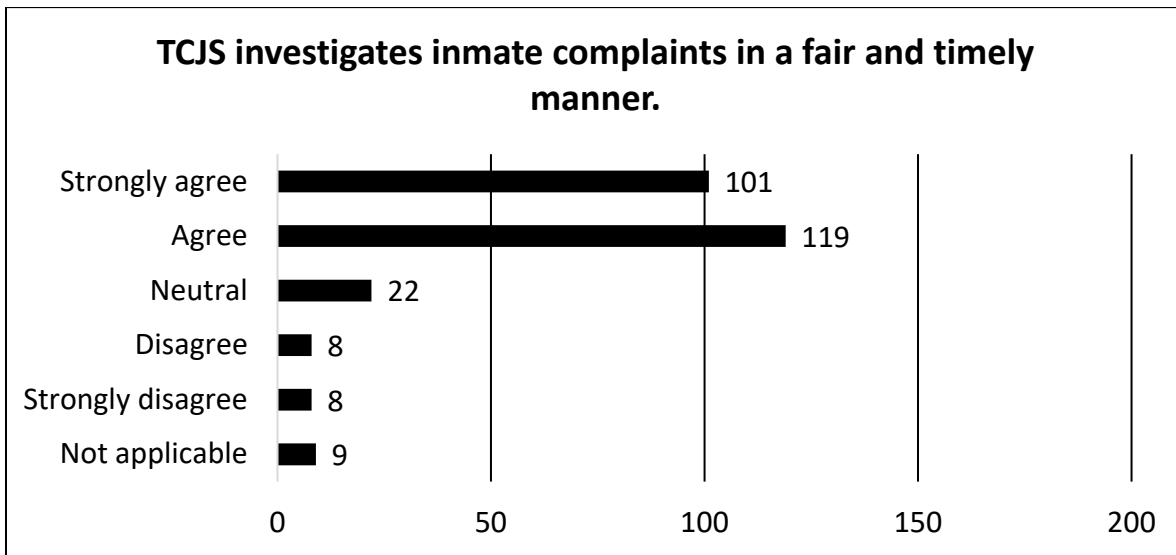
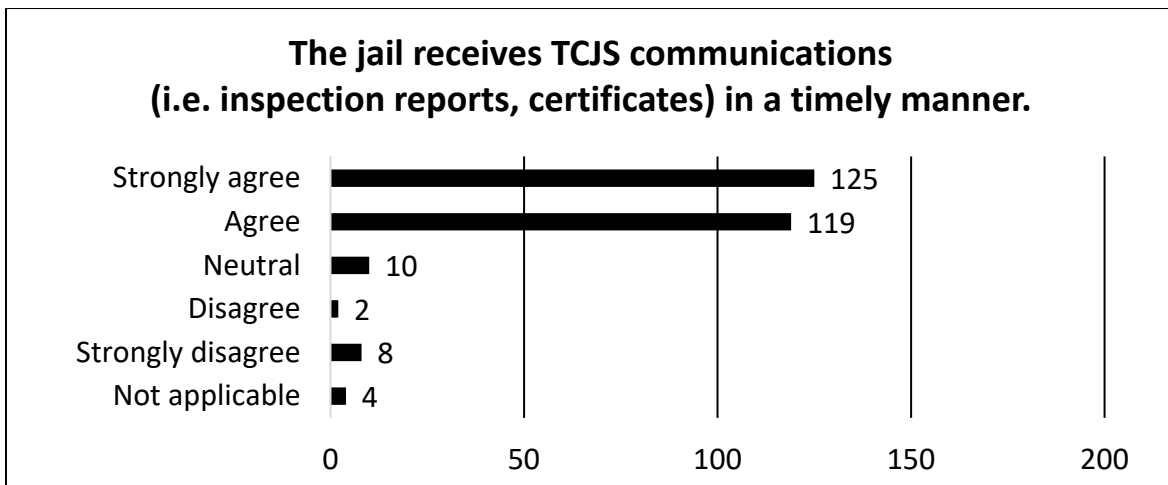
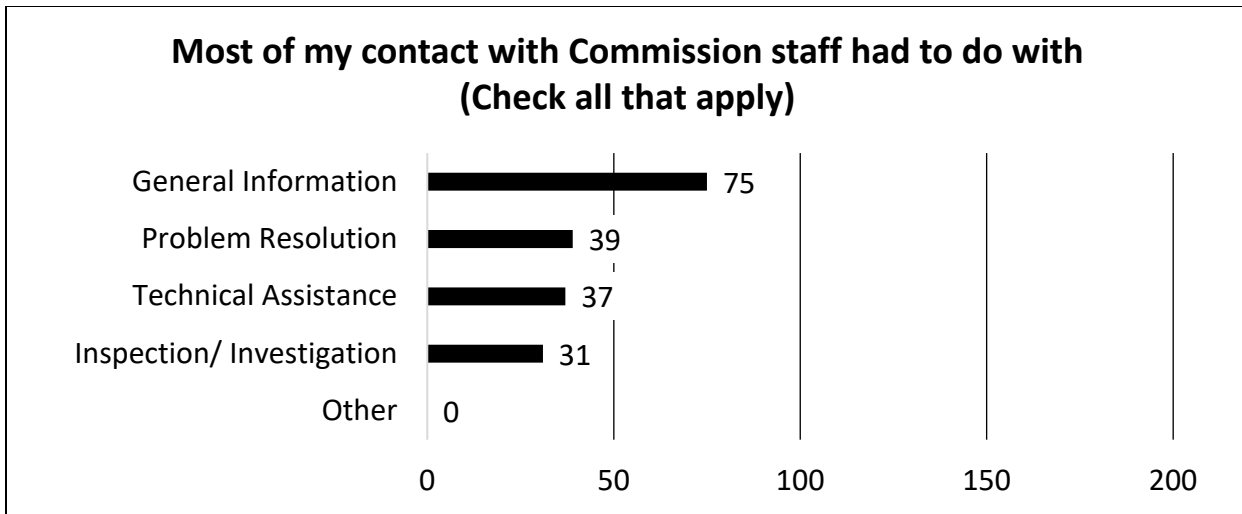
Supplemental Schedule G. Report on Customer Service



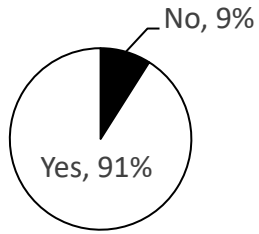
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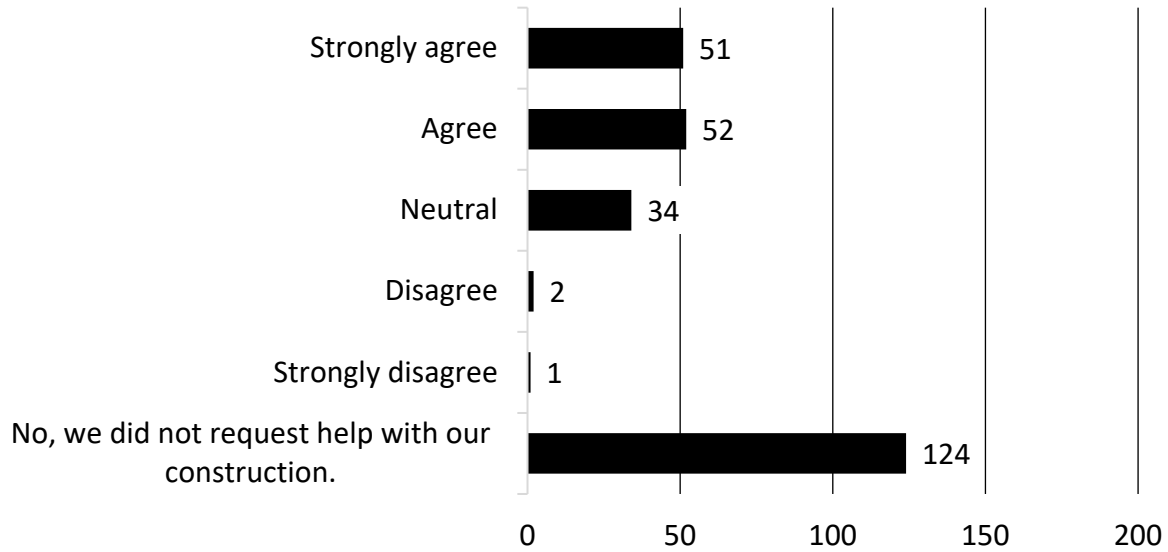
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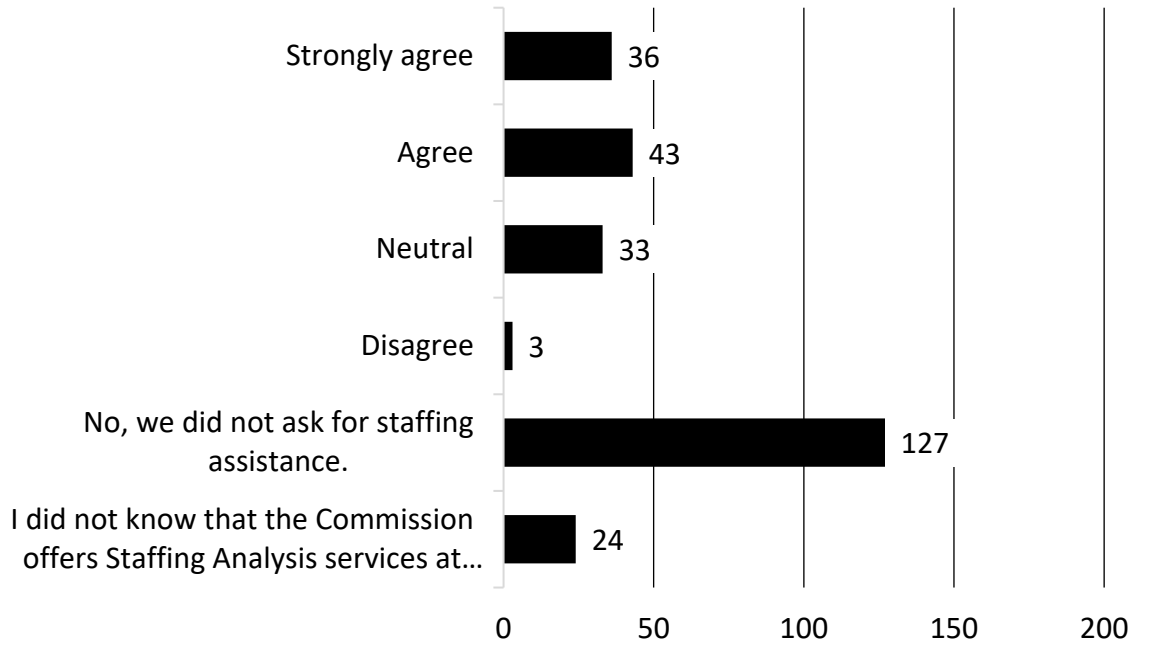
**I am aware that TCJS offers
Facility Needs Analysis services at
no cost to counties.**



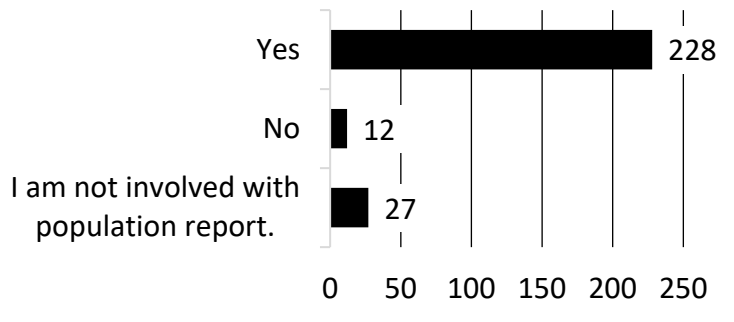
**We requested help with our construction plans, and TCJS'
Facility Needs Analysis was helpful with our construction
plans.**



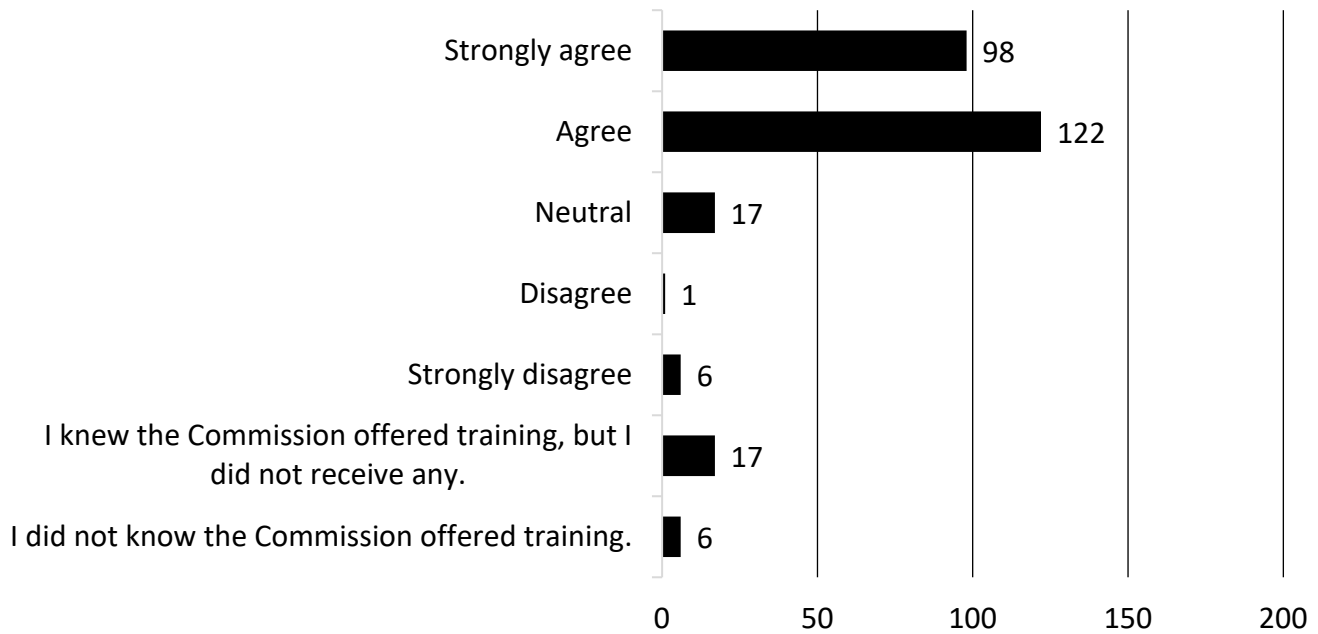
We asked TCJS for assistance with jail staffing, and they helped us to make better decisions regarding the staffing of our jail.



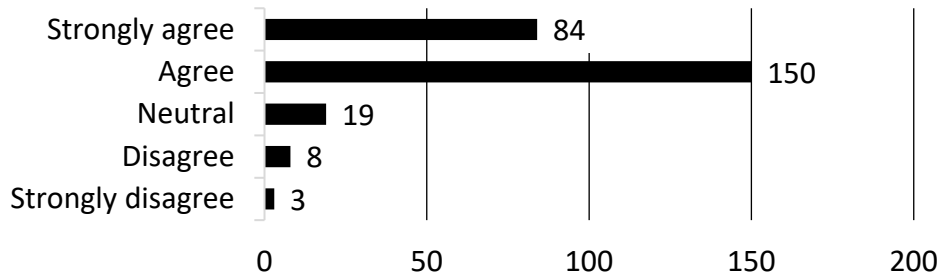
Monthly population reports are reasonably easy to compile.



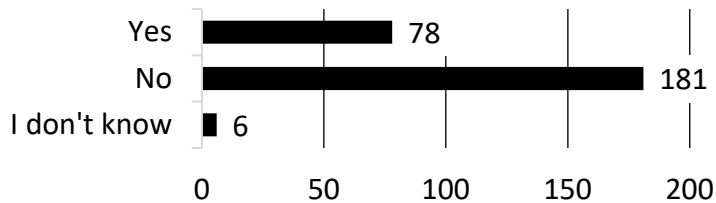
Training offered by TCJS is helpful and informative.



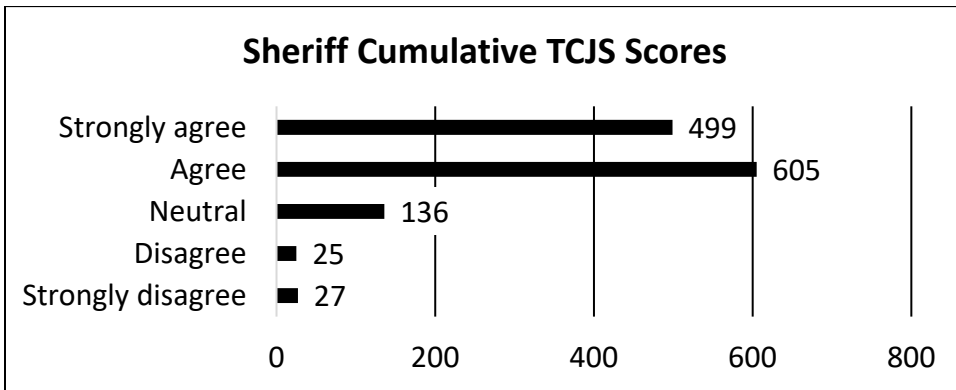
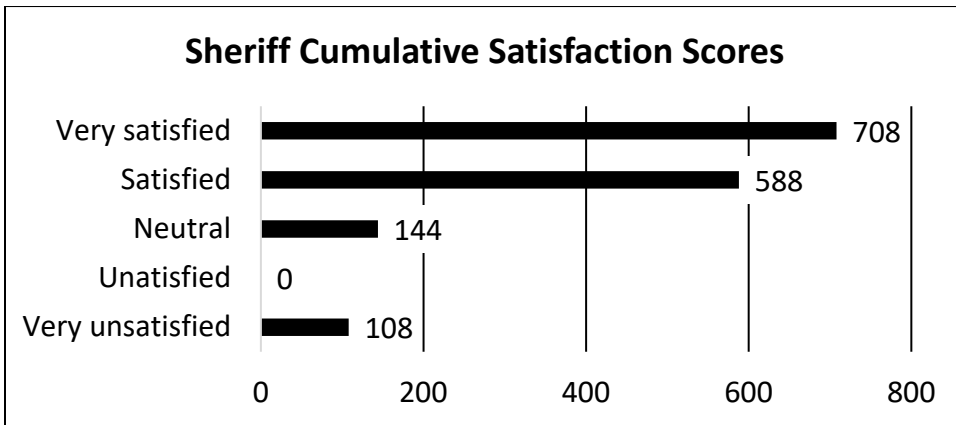
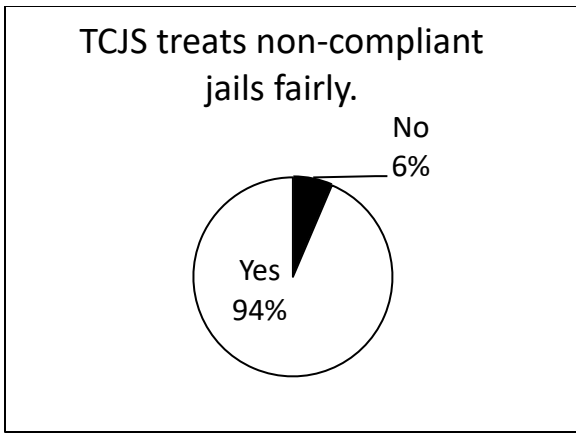
TCJS' Website Is Easy to Navigate



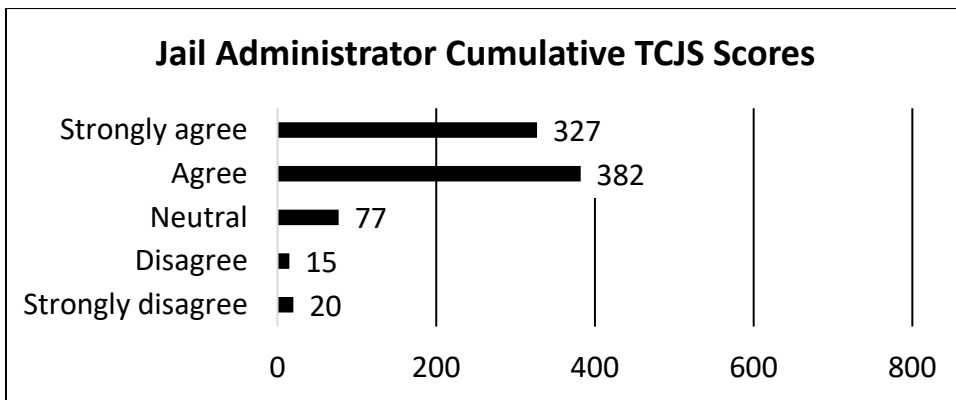
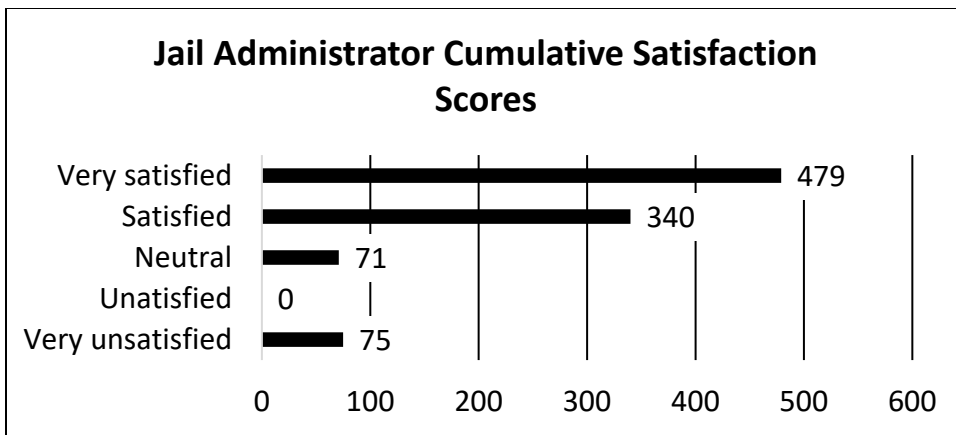
Did TCJS find your jail non-compliant (decertified) at any time in the past two years?



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CUSTOMER COMMENTS

County Judges/Officials

- No comments were received

Sheriffs

- TCJS turnover is our only issue
- All answered get answered in very timely manner.
- The direct access and relationship with the Executive Director and Asst. Director is outstanding. The same comment for Alicia Barker and our Jail Inspector. The only item that I would comment about improvement is the lack of response on Inmate Complaints. I receive them from several persons within TCJS. This office responds from Jail Administration. We don't seem or I don't seem to be included in the returns or disposition outcomes of these. I would like to request to be included so that I know we have addressed each or any issues that may arise.
- Very good!
- Customer performance is very good.
- Satisfied
- No improvements very expedient with returning emails and phone calls.
- I think they are doing really well considering their staffing. They need more staff.
- No complaints
- Our jail inspector is always very courteous, respectful, and extremely helpful when he visits our facility. We have no complaints concerning his performing his duties.
- I am very satisfied with all aspects of TCJS
- TCJS has always been helpful with our needs for the past 22 years that I have been in office. I appreciate a fresh set of eyes double checking our work
- TCJS has always worked with us on issue that arise through the year. They are easy to get in touch with and give guidance in a timely manner. We appreciate their efforts in assisting County Jails across the State.
- Good
- Very satisfied with the customer service.
- No issues.
- I am total satisfied!
- Keep doing a good job. Thank you!
- I feel like WE (the TCJS and the S.O.) have to work together instead of US (the S.O.) feel dread every time TCJS is mentioned.
- Jail Standards has worked well with the Sheriff's to attempt solutions to our problems across the state.
- TCJS has been very supportive providing guidance and direction for our County Jail.
- very responsive to our needs/requests.
- I have been throughout my over 23 years of interaction as a Sheriff with TCJS very pleased and complimentary of the service and most importantly the support provided by TCJS.

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- I believe that TCJS has grown into a respectable agency under the leadership of Director Brandon Wood. Jail Inspectors are attentive, ready to help, and are thorough while conducting their inspections of our jail.
- When we need guidance from the commission we're always told to talk with your prosecutor. I don't understand why the commission can't give us guidance when we need it.
- TCJS has always been extremely helpful in helping with any matters that arise throughout the year.
- Any interaction I have with TCJS is positive. Even if there is an issue they are very willing to work with everyone to make it right, not worrying about ego.
- The TCJS customer service is very responsive and provides good support for Texas jails.
- more training near areas involving jailers from different counties. 4-8 hour training days.

Jail Administrator

- Everything is good, and they are always here to help our jail.
- I always get help when I need it
- The minutes and the agenda for the upcoming meetings are not current. I have mentioned this for several years to no avail.
- Satisfied
- Everyone I have dealt with has been very professional and get questions answered in a timely manner.
- I have never had any issue with my questions not being answered
- the office personnel and inspectors are very professional and prompt with providing the help
- Everyone is "always" more than helpful, seems to be a great team; I thank you all.
- Very pleased with the services provided by TCJS everyone is courteous
- Everyone within this department is courteous and diligent in answering questions and request.
- No complaints. Always been well taken care of
- Forms are not easy to access or use
- Customer service has always been very helpful
- Any time I have had to call TCJS, I have been dealt with quickly and in a professional manner.
- Work on screening complaints to avoid redundant complaints
- Satisfied with TCJS customer service
- They have been great to me and very helpful
- I have had nothing but positive interactions with TCJS and Staff. Everyone I have talked to has been able to answer my questions effectively or pointed me in the right direction.
- Any time I have had a question Jason has always been very helpful and pointed me in the right direction.
- Once a jail receives an inmate complaint from TCJS this information is provided to your agency in 10 days. I also know there are only two complaint investigators for the whole state of Texas. With this in mind and once the complaint is unfounded is it possible to receive a response indicating this. I appreciate both of your investigators and know they have a lot of these complaints that are frivolous in nature. Our agency takes these complaints serious as they are

Supplemental Schedule G. Report on Customer Service

intended but we also need a response to know that we are clearly in the right. Knowing there are only two investigators for the whole state of Texas it would behoove the legislators to allot more positions for these complaints.

- Customer service is always helpful, If call back message is left they respond quickly and efficiently for my needs
- Everyone is friendly and more than willing to assist you in whatever task you are trying to complete.
- In my opinion, to make the experience of the investigators more balanced, get some people from a big jail as well.
- Always helpful
- Byron Shelton is outstanding; provides guidance and suggestions when requested, and is a team player.
- TCJS staff are very prompt in their responsiveness to questions and issues.
- Provide TCJS with additional staffing.
- TCJS has always been very responsive to our needs and are a valuable resource for Texas Jails.
- Awesome service always
- I have received complaints that have been filed with TCJS that are several months old by the time I receive them. In turn, I am asked to investigate and write my response to the complaint within ten days. I also have other duties and would appreciate more time to respond.
- Really never access them for services. Only the website.
- Our inspector, Byron Shelton is wonderful. He is very accessible & always helpful & interested. I did have a number of complaints & submitted the investigations for which I never received the findings. I reached out to Ms. Thomas & the matter was immediately resolved. The Portal for Jail Pop reports is less than user friendly at this point. I understand it is a work in progress & remain optimistic the kinks will get worked out.
- Most of the people are nice, courteous and professional. However, TCJS is lacking in many aspects, and some are through no fault of their own. I know without a doubt the TCJS is several, critically undermanned and underpaid. However, those attributes have a detrimental effect on the operation itself. The system of triaging Complaints needs to be revamped, so timely responses to the jails are made. Jail inspectors, while are subject in nature, appear to be “tougher” on some jails than others with many obvious issues. The TCJS needs more manpower for sure, and the legislature and sunset committee cut your legs out from under you this last session.
- I would like to have a more training with TCJS
- Faster turnaround or request for information on inmate complaints.
- TCJS has always been helpfully and resourceful for the Galveston County Jail.
- We are thankful for all the TCJS staff and their desire to work with us throughout the year.
- There is always room for improvement, but now that COVID is coming to somewhat of an end I hope TCJS staff will be more available in office. Also, the on-line portal is difficult/tedious to complete especially the Immigration Report.
- Nothing y'all are just doing fine
- I cannot think of anything that needs improvement

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- I have obtained a lot of knowledge from TCJS in several aspects from asking a question to dealing with a complaint. TCJS has been very compassionate and professional in all aspects. I am very impressed with TCJS. I have the utmost respect for TCJS staff and what they stand for.
- Customer Service has been excellent
- No suggestion on improvements
- Job well done. When I have a problem, I just call and whoever answers cannot help they connect me with someone who can
- Have no complains, keep up the good work
- TCJS needs more inspectors and a large pay raise for inspector retention.
- Needs to be more accessible and be walked through things when problems arise instead of waiting for someone to respond by email
- The customer service provided by the inspection team is excellent. Since the start of Covid, reaching office staff has become increasingly more difficult with staff returning phone calls and messages. One possible solution would be to provide all professional employees with a cell phone for ease of contact.
- Anytime I have had to reach out to the agency or my inspector I have no concerns
- We are satisfied with the service provided
- I am not satisfied with the online submissions of the Jail Reports. The site is cumbersome and I have not figured out a way to run off the report after I fill it in.
- Always very helpful
- Need updates on the jail rules and regulations if any.
- I've never encountered a problem.
- ALL employees I have dealt with have been very professional and most helpful.
- Never have an issue reaching out
- I have never had a bad experience with TCJS, they have always gone above and beyond to help.
- The online report submissions are not user friendly. They are confusing and difficult to log in. I prefer the way it was done before when we simply emailed the reports. I do, however, have a compliment to my POA with TDCJ, Byron Shelton. He is professional, full of information and ALWAYS responds immediately.
- I always have a great experience with TCJS. Our inspector is very timely and communicates well when questions are asked.
- I am very satisfied with TDCJ performance
- There have been times when we contact TCJS with a question and we don't get a call back or nobody answers the phone even after leaving a message.
- I truly appreciate the assistance TCJS provides us to make our facilities safe and secure
- Calls are returned within 24 hours but usually before COB
- The staff is great.
- The location of the office is hard to find parking.
- TCJS staff whom I have had occasion to interact with have always been knowledgeable, helpful, and courteous.
- Examples of forms and technical assistance topics needs to be listed on website

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- response to request is always immediate or soon after.
- Thank you for all you do
- I have issues with some of the contact phone numbers listed on your website. For example, some go straight to voicemail and/or have the “beep” sound similar to when you dial a fax machine.
- No problems, they are always very responsive.
- Average
- We have had no problems with TCJS customer service
- Provide additional funding for staff.
- Satisfying
- Minimum Standards need to be searchable
- Many of the employees that answer the phone are rude and not helpful.

Jailers

- The site for the online reports such as the Paper Ready and Population reports is not user friendly at all. When the Paper Ready report goes live on the cite, it will take me 4 times longer to submit that one report.
- I think it could improve, friendlier staff.
- Mr. Shelton has always answered my emails promptly and politely, and he has been very friendly and welcoming when spoken to in person.
- More explanation is needed for the monthly Serious incident reporting. I have been doing it the same way it was explained to me in the beginning, but at conference there seems to be some confusion on what and how it gets reported.
- My experience with TCJS has been nothing short of phenomenal. The inspectors are very helpful and always willing to assist.
- I am unable to open any of the published reports via a mobile device. It would be helpful for rule violations to be identified prior to the complaint being forwarded to the Jail for response. We have all seen the 13-page letters, and/or emails containing many complaints which if true are not violations of current jail standards. A list of alleged rule violations would speed the process of our investigators in determining which complaints need to be investigated and a response prepared for. I realize there are many more people at facilities under TCJS purview, but a clear indication of what the complaint inspectors expect would set the stage for efficient and effective resolution of complaints. Thank you all, for your help. Particularly since the pandemic the Commission’s desire to assist county jails has been exceptional.

People from the private sector who interacts with the Commission

- Every time I had dealings with the Commission, I was always treated very well, and my problems were taken care of.

People who requested public information

- I am still waiting on the records I requested, but otherwise all other interactions and services have been great.

